Commission Goals and Strategies by Timing

Based on the August 12, 2026 Commission Retreat follow-up: redefined goals and strategies

Timing	Strategies	Goals covered
Completed	2	2
2027	17	9
2028 and Beyond	6	5
Ongoing	21	9
Total	**46**	

Completed

Strategies that have been at least partially completed.

Goal 6: Maximize the economic and community value of the Olympia Regional Airport.

- Expand aviation workforce pathways (e.g., ***New Market Vocational Skills Center***).

Goal 8: Prudently manage public funds and leverage public assets for long-term financial and public benefit.

- Develop a “Commission Priorities” budget line item that allows the Commission to fund emerging goals and objectives that may not directly fit within existing business units’ capital expenses or operational needs.

2027

Strategies that can be completed in 2027.

Goal 1: Preserve and enhance Thurston County’s working waterfront and connection to trade.

- Proactive outreach and communication with the City of Olympia to improve clarity, efficiency, and predictability of permitting for shoreline and marine terminal projects.
- Actively participate in WPPA and industry efforts to expand maritime industrial development and manufacturing.

Goal 2: Strengthen and expand maritime recreation as a signature regional amenity.

- Invest in Swantown Marina and Boatworks to ensure they remain premier, accessible, and environmentally sound public assets (e.g., boatyard expansion, stormwater upgrades).

Goal 3: Transform the Port Peninsula into a premier destination for Thurston County and the region.

- Identify and pursue public amenities (e.g., plazas, amphitheater, gathering spaces) supported by public and private sector investment.

- Through partnerships with local jurisdictions and non-governmental organizations to improve connectivity between the Port districts and downtown to strengthen tourism and community use.

Goal 4: Grow investments to create family wage jobs throughout Thurston County.

- Partner with jurisdictions and the EDC to support industrial and commercial development in Yelm, Lacey, Tumwater, and rural communities.
- Complete the Economic Benefit Study and use findings to guide future investment priorities.

Goal 5: Pursue opportunities and identify the Port's role in multi-modal transportation.

- Evaluate ferry, water taxi, and cruise options through private sector funded demand studies and direct engagement with operators and jurisdictions.

Goal 6: Maximize the economic and community value of the Olympia Regional Airport.

- Determine critical airfield infrastructure improvements (runways, taxiways, apron rehabilitation).
- Advance the Habitat Conservation Plan and align airport development with FAA layout plan.

Goal 7: Promote environmental stewardship and innovation through collaborative partnerships.

- Complete and implement climate and sustainability plans, including GHG inventories and SEPA policy updates.
- Develop specific environmental and sustainability incentives for users of Port properties.

Goal 8: Prudently manage public funds and leverage public assets for long-term financial and public benefit.

- Develop a long-term funding strategy that blends grants, rates/fees, and predictable capital financing.
- Align all capital investments with updated planning documents (Comprehensive Scheme, Vision 2050, Destination Waterfront).
- Press into service underutilized and undeveloped non-revenue generating lands.

Goal 9: Demonstrate excellent public governance through strong administration, workforce excellence, transparent communications, and community engagement.

- Continue efforts to strengthen internal administration through updated governance documents, modernized software, consolidated facilities, and improved planning capacity.
- Expand community engagement through a communications strategy that includes Commissioner and staff public engagements, countywide meetings, timely communications support, and consistent, accessible public reporting (such as a Vision 2050 annual report).

2028 and Beyond

Strategies planned for 2028 and later.

Goal 1: Preserve and enhance Thurston County's working waterfront and connection to trade.

- Identify feasible land use options for Port-owned properties near and at the marine terminal through the Port Peninsula Master Plan.

Goal 3: Transform the Port Peninsula into a premier destination for Thurston County and the region.

- Increase public access and mobility to the peninsula as part of destination development.

Goal 5: Pursue opportunities and identify the Port's role in multi-modal transportation.

- Assess the Port's long-term role in regional commuter mobility and transportation planning via aviation and marine transportation.

Goal 6: Maximize the economic and community value of the Olympia Regional Airport.

- Prepare for electric aviation through infrastructure investments, hangar development, and partner engagement.

Goal 7: Promote environmental stewardship and innovation through collaborative partnerships.

- Identify, promote and pursue innovative environmental technologies (clean energy pilots, stormwater management, resiliency projects).
- Pursue solar energy projects that support both the Port and county residents.

Ongoing

Continuing strategies without a fixed completion date.

Goal 1: Preserve and enhance Thurston County's working waterfront and connection to trade.

- Diversify marine terminal operations to reduce dependency on single cargo or tenants and pursue both local and global cargoes.
- Explore potential participation in Marine Highway 5 planning and funding efforts to support the movement of goods by sea, rather than overland.

Goal 2: Strengthen and expand maritime recreation as a signature regional amenity.

- Support and participate in workforce development for marine-related jobs (e.g., boat repair, diesel mechanics) as well as jobs that help the transition to electric watercraft.
- Support water-based recreation growth — including human-powered watercraft and youth sailing — through facilities, partnerships, and district-level planning.
- Recruit and support recreation-oriented private and non-profit sector partners to enhance visitor experiences.

Goal 3: Transform the Port Peninsula into a premier destination for Thurston County and the region.

- Leverage anchor projects (e.g., waterfront hotel, Hands On Children's Museum expansion, Northpoint development) to catalyze activation of surrounding spaces.

- Maintain safe, clean, and welcoming public environments year-round. Take care of deferred maintenance and thoughtfully plan for facility maintenance and replacement needs.

Goal 4: Grow investments to create family wage jobs throughout Thurston County.

- Support industrial symbiosis projects with LOTT and others to reduce costs and increase shared value.
- Evaluate investment and ownership opportunities outside of the current landholdings.
- Participate in planning efforts around the Tumwater Brewery to position the Port to play a meaningful role in brewery redevelopment.

Goal 5: Pursue opportunities and identify the Port's role in multi-modal transportation.

- Protect and enhance rail connectivity, including participation in freight mobility studies and rail service advocacy, as well as pursuing funding for improvements to local rail lines.
- Build partnerships with cities and regional transit agencies to advance region-wide mobility planning and funding.

Goal 6: Maximize the economic and community value of the Olympia Regional Airport.

- Continue pathway to ready the airport to accommodate commercial service.

Goal 7: Promote environmental stewardship and innovation through collaborative partnerships.

- Advance the Budd Inlet sediment cleanup through the cleanup process, cost recovery and funding planning, and cross-agency coordination.
- Support the Deschutes Estuary Partnership with staff participation, community and legislative outreach, and support for funding opportunities.
- Participate in, and support Commissioner participation in, multi-Port efforts to develop sustainability goals and standards.

Goal 8: Prudently manage public funds and leverage public assets for long-term financial and public benefit.

- Modernize financial systems and budgeting to clearly reflect community and economic development priorities.

Goal 9: Demonstrate excellent public governance through strong administration, workforce excellence, transparent communications, and community engagement.

- Continue efforts to create systems and processes that support the quality and transparency of Commission decision-making and meetings.
- Invest in staff development, internal communication tools, and clear organizational processes as we continue efforts to develop and retain a high-quality staff.
- Improve our public communications infrastructure through website updates, social media presence, and policies that support public-benefit groups.
- Provide opportunities for growth and fulfillment for current Port employees.